



# Goals and Standards

**11 May  
2004**



# National Defense Perspective





# **National Security Strategy**

- **Support human dignity**
- **Strengthen alliances and work with others to defeat global terrorists and diffuse regional conflicts**
- **Prevent enemies from influencing friends and allies with WMD**
- **Usher in a new era of economic growth**
- **Expand democracy**
- **Ensure cooperative action**
- **Define the Battlespace on our own terms**



# National Military Strategy



- **Protect the U.S. homeland and critical bases of operations**
- **Project and sustain power in distant theaters**
- **Deny our enemies sanctuary**
- **Leverage information technology**
- **Improve and protect information operations**
- **Enhance space operations**

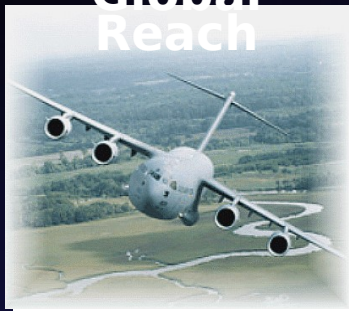


# Air Force Task Force CONOPS

**Global  
Vigilance**



**Global  
Reach**



**Global Power**



*Air & Space Expeditionary Forces*



**Space  
& C4ISR  
CONOPS**

**Homeland  
Security  
CONOPS**

**Global  
Mobility  
CONOPS**

**Global  
Strike  
CONOPS**

**Global  
Persistent  
Attack  
CONOPS**

**Nuclear  
Response  
CONOPS**

**Agile Combat Support**





# Capabilities Review & Risk Assessment

## Air & Space Expeditionary Forces

Space  
& C4ISR  
CONOPS

Homeland  
Security  
CONOPS

Global  
Mobility  
CONOPS

Global  
Strike  
CONOPS

Global  
Persistent  
Attack  
CONOPS

Nuclear  
Response  
CONOPS

Capabilities Review and Risk Assessment

Critical Global Capabilities



# Critical Global Capabilities



- ✦ **Global access**
- ✦ **Stand up and protect expeditionary bases and forces**
- ✦ **Persistent ISR - Fleeting and mobile targets**
- ✦ **Present information in a way that is fused, animated, and predictive**
- ✦ **Effects-based planning & battlespace management**
- ✦ **Achieve desired effects in near real time**
- ✦ **Sustainment of deployed forces**
- ✦ **Humanitarian relief**

**Defining the Battlespace On Our Own Terms**



# Transformational Vectors

*Range / Precision / Knowledge / Decision / Time*

- Battlespace Awareness with Touch of Screen --- **KNOWLEDGE**
- Real-time/Understandable Information to Leaders at all Levels
- -- **DECISION**
- Achieve Desired Effects Near Instantaneously --- **ACTION IN TIME**

**Break the Time Barrier**





# Critical Global Capabilities

- **Global access**
- **Stand up and protect expeditionary bases and forces**

## KNOWLEDGE

- **Persistent ISR - Fleeting and mobile targets**
- **Present information in a way that is fused, animated, and predictive**

## DECISION

- **Effects-based planning & battlespace management**
- **Achieve desired effects in near real time**
- **Sustainment of deployed forces**

## ACTION IN TIME

- **Humanitarian relief**

**Defining the Battlespace On Our Own Terms**

# Air Force Materiel Command

*Deliver war-winning. . .*

*-- Technology*

*-- Acquisition*

*Support*

*-- Sustainment*

*. . .expeditionary capabilities to  
the warfighter*

*HQ AFMC:*

*Shape the workforce and  
infrastructure to. . .*

*-- Develop*

*-- Field*

*-- Sustain*

*. . .war-winning expeditionary*

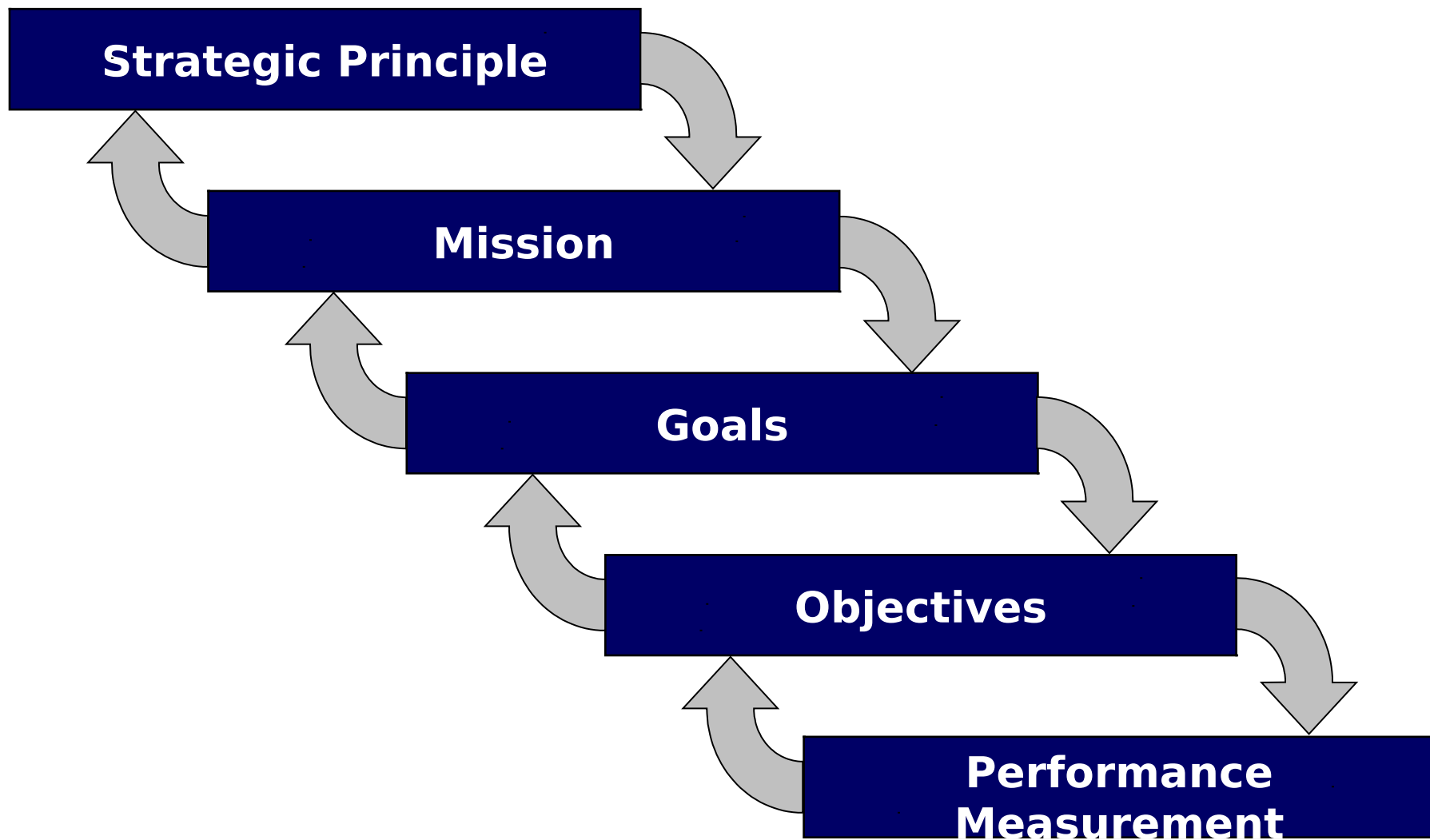




# Strategic Management



AFMC





# Strategic Principle



AFMC

- What?

- Captures the essence of the

- Corporate

- Strategic

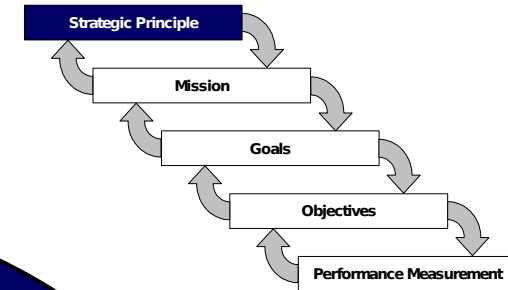
- Operational

**What we want  
everyone to  
remember!**

- Why?

- Promote strategic decisions throughout the organization

Provides unity of purpose



**Deliver war-winning capabilities ... on time,  
on cost**

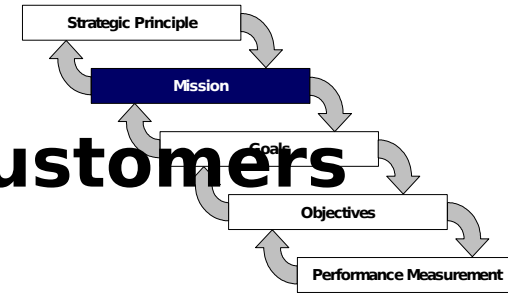


# AFMC Mission Tenets



AFMC

- **Centers:**
  - **Deliver products to AFMC's customers**
- **HQ:**
  - **Shapes the workforce**
  - **Allocates resources**
  - **Provides policy**
  - **Oversees performance**





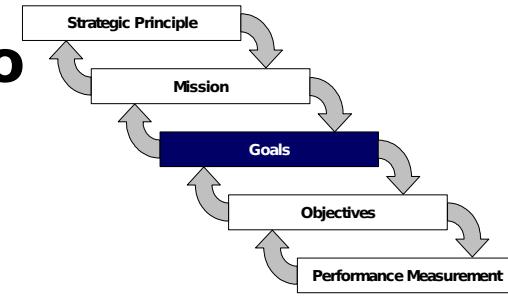


**AFMC**

# Goals

## “Focus the Command”

1. **Develop and transition technology to maintain air, space and information dominance**
2. **Develop, Field and Sustain war-winning expeditionary capabilities on time, on cost**
3. **Provide opportunities for career development and progression**
4. **Operate quality installations**
5. **Sustain a healthy and fit workforce**



**5 Command Goals: Everything tracks to these**



# Methodology



**AFMC**

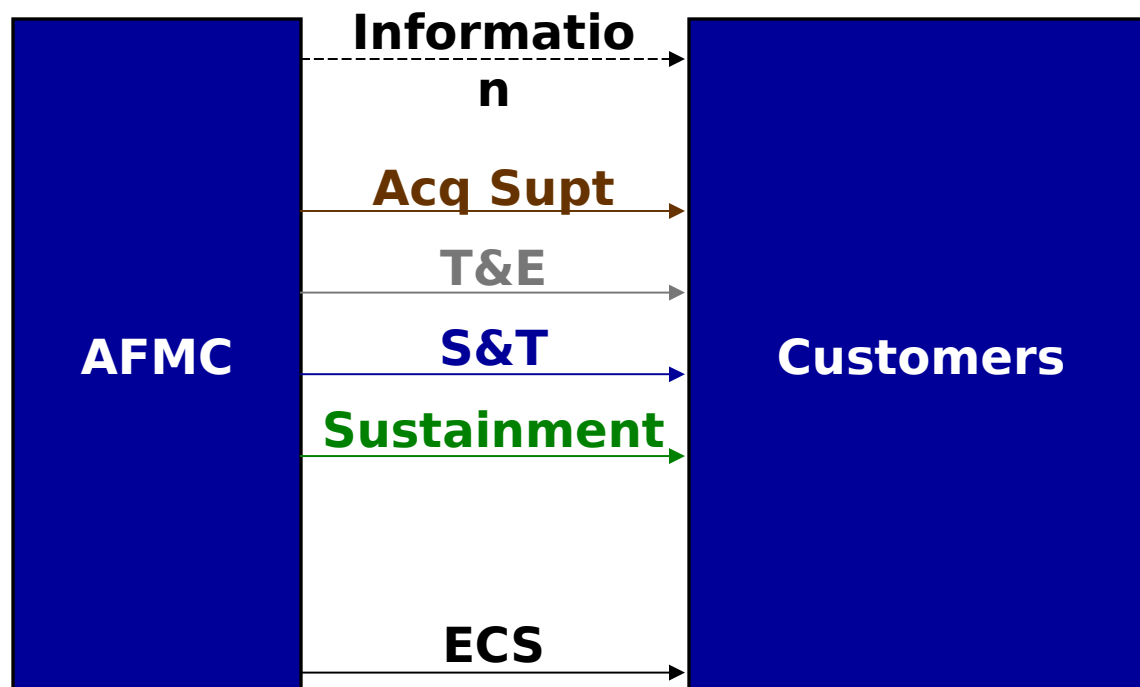
- **Customer-centric**
  - **Who are our customers?**
  - **What products and services do we produce?**
  - **What do our customers value?**
  - **How do we know we are meeting our customers' needs?**



# AFMC Operating Model (Product Flow)



AFMC



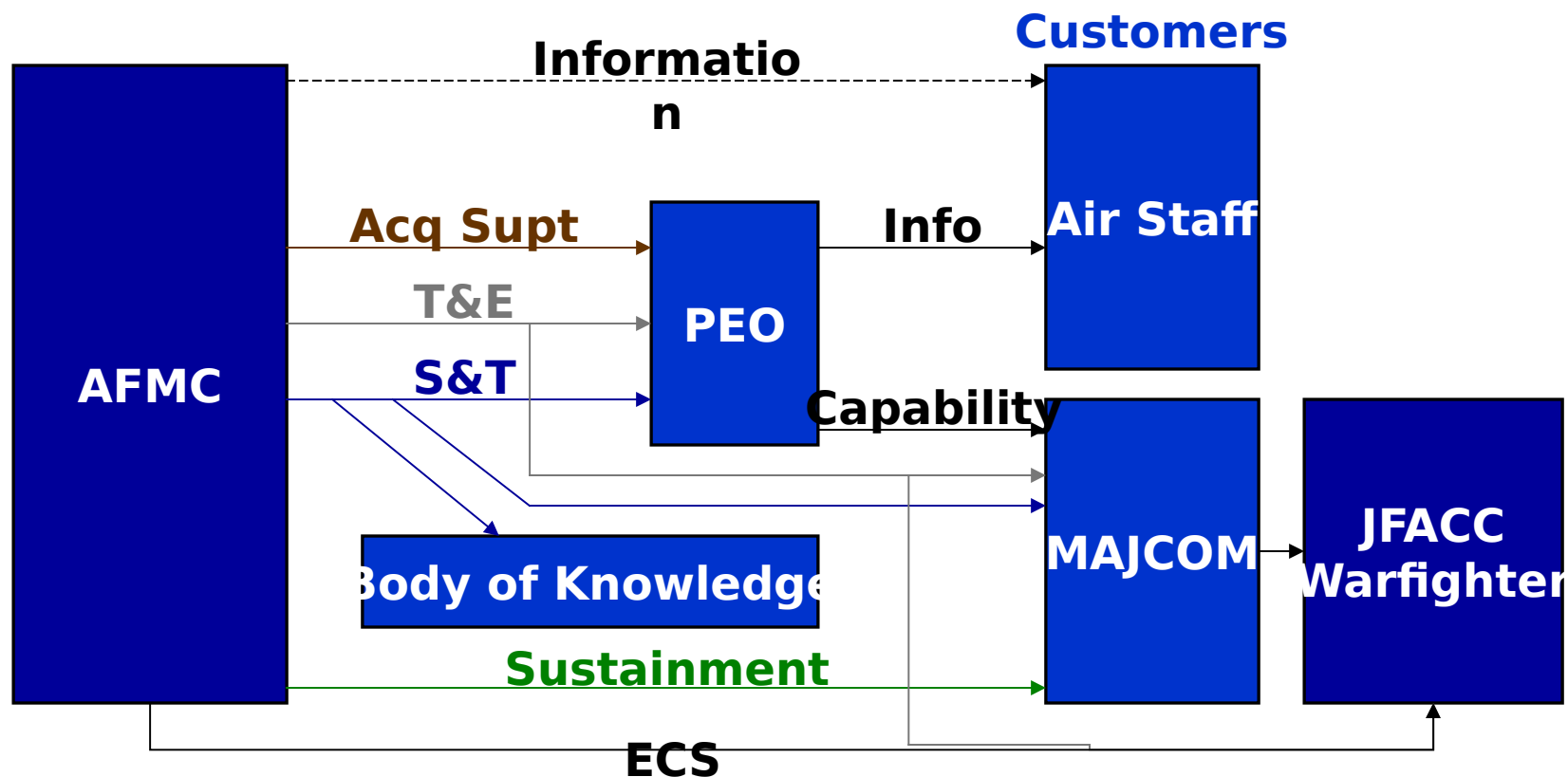
**External  
Perspective**



# AFMC Operating Model (Product Flow)



AFMC



External  
Perspective



# Performance Measures



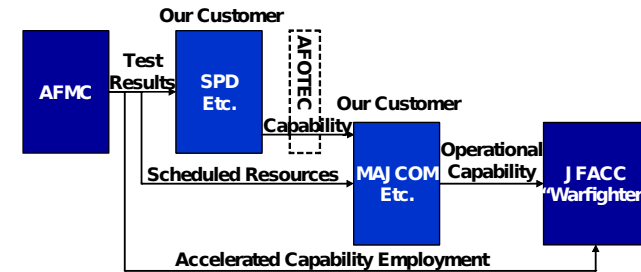
**AFMC**

- **Initial spiral**
  - **Begin collecting and reviewing**
- **Need to:**
  - **Assign ownership**
  - **Set targets (Standard, goal, band of excellence, etc.)**
- **IPT continues to work incomplete areas**





- **Test Results**
- **Scheduled Resources**
- **Accelerated Capability Employment**





# T&E Product Test Results



**AFMC**

- **Customer Goal: Accurate and actionable test results**

## Customer Values

## Metric (By Location; By Program)

Rate

Stability.....

Actual Rate vs. Quoted Rate

Decreasing Cost.....

Manpower per Unit Output

Cost Visibility.....

Time to Visibility  
Degree of Visibility

Test Schedule Effectiveness.....

Actual vs. Commitment

Timely Test Results.....

Actual vs. Commitment

Test Quality.....

Business Simplicity.....

Process Discipline [Internal]

T&E-SPO Participation.....

Process Discipline [Internal]

Pending SPO REU Implementation



# S&T Goals and Metrics

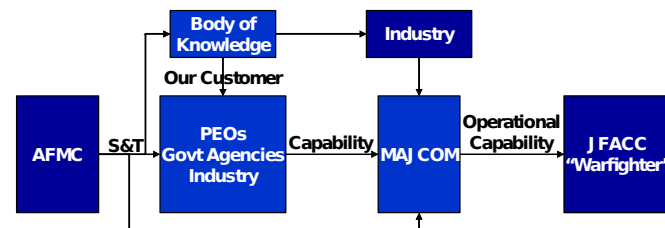


AFMC

## Products and Services:

### Tracks to Command Goal 1

- Long Range Research
- Technology Solutions
- Cost Reduction Initiatives (ManTech)
- Operational Consulting





# S&T Product

## Long Range Research



**AFMC**

- **Customer Goal: War-Winning Capabilities**

### Customer Values

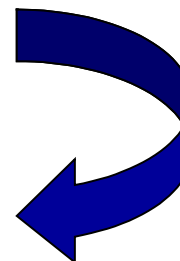
### Metric

Quality and  
Relevance.....

Affordable Cost.....



**Can't Measure Directly**



- **Percent of AF TOA**
- **6.1/6.2/6.3 Investment**
- **Internal Investment**



# S&T Product

## Technology Solutions (ATD Transitions)



AFMC

- **Customer Goal: Apply Technology to Operational Capability**

### Customer Values

### Metric

Technical  
Performance.....

Meets Key Performance  
Parameters

Schedule.....  
....

Negotiated Schedules Met





# S&T Product

## Technology Solutions (Quality and Relevance)



AFMC

- **Customer Goal: Apply Technology to Operational Capability**

### Customer Values

### Metric

Quality.....

Competitive  
Cost.....

Relevance.....  
..

SAB Ratings  
"Other" Investment Sources

% of 6.3 Projects Supporting RAT  
Roadmaps  
% I-CRRA Shortfalls Addressed



# S&T Product

## Cost Reduction Initiatives (ManTech)



**AFMC**

- **Customer Goal: Efficiency**

### Customer Values

### Metric

**Savings..... ROI**

**Avoiding Lost  
Opportunities.....**

**Lost ROI  
Funding Level**



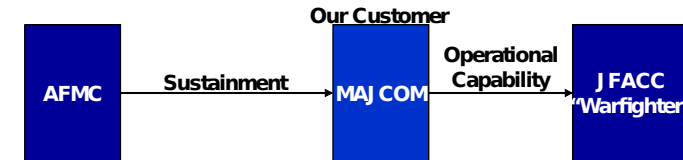
# Sustainment Goals and Metrics



AFMC

## Products and Services: Tracks to Command Goal 2

- Aircraft
- Engines
- Parts
- Munitions
- Equipment
- Tech Orders
- Software
- Consulting Services





# Sustainment Product Aircraft



AFMC

- **Customer Goal: Operational capability**

## Customer Values

## Metric (By MAJCOM; By MDS)

**Schedule Stability.....**

**MC Rates**

**Organic A/C Due Date Performance**

**Contract A/C Due Date Performance**

**Flow Days**

**Aircraft Output.....**

**Organic A/C Production - Planned vs.  
Actual**

**% of Requirements Met**

**Quality.....**

**Organic A/C Quality Defect Rate**

**Contract A/C Quality Defect Rate**

**Price Stability / Budget  
Accuracy...**

**Actual Cost (per A/C) vs. Planned  
POM Estimate Stability**



# Sustainment Product Engines



**AFMC**

- **Customer Goal: Operational capability**

## Customer Values

## Metric (By MAJCOM; By TMS)

**Output.....** Number WRE vs. Requirement

**Quality.....** Time on Wing  
Defect Free Engines

**Cost.....** Actual Cost vs. Planned





# Sustainment Product Parts



AFMC

- **Customer Goal: Operational capability**

## Customer Values

## Metric (By MAJCOM or AF Standard; By MDS)

Aircraft  
Availability.....

MICAP Hours (MDS-level only)

Quality.....

Quality Defect Rates (QDRs)

Wait Time.....

Customer Wait Time (MDS-level  
only)

Cost.....

Proposed Price Change % vs. Actual  
(Aggregate and Customer)



# Sustainment Product Munitions



AFMCC

- **Customer Goal: Operational capability**

## Customer Values

## Metric (By Weapon)

**Availability.....** STAMP/STRAPP) Available vs. UTC  
... Required

**Reliability.....** PGM Reliability (Trend @ install)  
..... PGM Reliability (Trend @ periodic  
inspection)  
Minuteman III Reliability (Trend)



# Sustainment Product Equipment



**AFMC**

- **Customer Goal: Operational capability**

## Customer Values

**Availability.....**  
**.....**

## Metric (By MAJCOM; By MDS)

**BEAR/MRSP:**  
**Total War Requirements Fill Rate**  
**Mission Capable Rate**

**Vehicles:**  
**Special Purpose Backlog/Parts**  
**Vehicles Down for Parts (VDP)**  
**(NMCS equivalent)**



# Sustainment Product

## Tech Orders



AFMC

- **Customer Goal: Operational capability**

### Customer Values

### Metric (By MDS)

Usability.....	TO Readiness Index (TORI) (% ready pages) TO Digitization Index (TODI) (% pages digital)
Accurate TO Catalog Data.....	TO Catalog Accuracy (TOCA) (% of TOs with accurate entries)
Timely Sustainment Process.....	TO Sustainment Cycle Time (TOST)
Reasonable Cost.....	TO Sustainment Costs (Actuals vs Budget Requirements)



# Sustainment Product Software Maintenance



AFMCC

- **Customer Goal: Operational capability**

## Customer Values

## Metric (By MAJCOM; By MDS)

Performance.....  
.....  
(Meeting Operational  
Requirements)

% Requirements Met  
Requirements Variance Number of  
Reported Defects in (TBD) days  
that were introduced by the latest  
block change  
Schedule Variance

Schedule.....  
.....

Cost Variance

Cost.....  
.....



# Sustainment Product



## Software Changes Associated w/ Hardware Mod



- **Customer Goal: Operational capability**

### Customer Values

### Metric (By MAJCOM; By MDS)

Performance.....  
(Meeting Operational  
Requirements)

% Requirements Met  
Requirements Variance Number of  
Reported Defects in (TBD) days  
that were introduced by the  
latest block change

Schedule.....

Cost..... Schedule Variance

Cost Variance



# Sustainment Product

## Consulting Svcs



AFMC

- **Customer Goal: Operational capability**

### Customer Values

### Metric

Availability..... OPLAN Tasked/Available to  
Deploy  
Contingency Demand/Available

Timeliness..... Customer Wait Time



# Acquisition Support Goals and Metrics

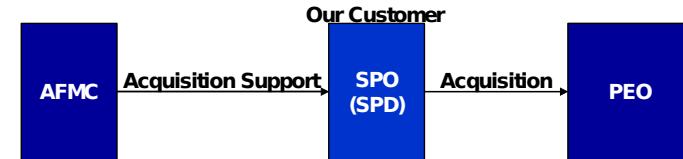


AFMC

## Products and Services:

## Tracks to Command Goal 2

- People
- Infrastructure
- Processes







# Acquisition Support Product People



AFMC

- **Customer Goal: Deliver war-winning capabilities with increased speed and credibility**

## Customer Values

## Metric

**Sufficient  
Workforce.....**

**Manning (Required / Authorized /  
Assigned) (Command, Center,  
Functional Area)  
Manning versus REU (By  
Program)  
Manning versus Priority**

**Trained  
Workforce.....**

**APDP Certifications (Command,  
Center)  
Exceeds APDP 18-Month Grace  
Period (By Center)  
Percent Waivers (By Functional)  
Experience (By Functional)**



# Acquisition Support Product Infrastructure



**AFMC**

- **Customer Goal: Deliver war-winning capabilities with increased speed and credibility**

## Customer Values

## Metric

### Office Space

Infrastructure Condition.....

IRR

Sufficiency.....

SPO Facility Assessment

Amount of Leased Office Space

### Ability to Communicate

Speed of Access.....

Reliability.....

Latency (By Center)

Cost.....

Network Availability (By Center)

Application Integration.....

TBD

Capacity.....

TBD

Security.....

Customer Support.....

Network Capacity

TCNO Compliance

Return To Service Time



# Acquisition Support Product Processes



AFMC

- **Customer Goal: Deliver war-winning capabilities with increased speed and credibility**

## Customer Values

## Metric

Acquisition Strategy Development.....	TBD
Source Selection.....	TBD
Risk Management.....	TBD
Cost Estimating.....	TBD
Schedule Estimating.....	TBD
Capability Fielding.....	TBD
Quality Control.....	TBD
Systems Engineering.....	TBD
Expectation Management.....	TBD



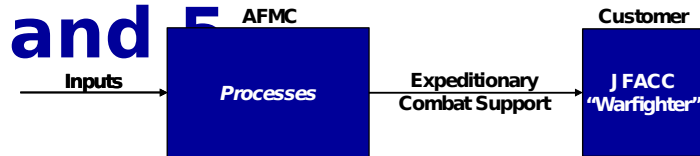
# Expeditionary Combat Support Goals and Metrics



AFMC

**Products and Services:**

**Tracks to Command Goals 2 and 5**



- **Ready UTCs (Forces & Equipment)**



# ECS Product

## Ready UTCs



AFMC

- **Customer Goal: Combat success**

### Customer Values

### Metric

Ready  
UTCs.....

**Fitness Test Results (By MAJCOM)**

**Fitness Test Percent Tested (By Base)**

**Fitness Test Results By Base**

**ART Certification (UTCs Tasked Per  
Base)**

**% of Discrepancies Identified in Theater**

**ART - UTC Trends (AFMC Go/No-Go by  
AEF)**

**ART - UTC Trends (AFMC No-Go Reasons  
All AEFs)**

**SORTS - Unit Trends**



# Internal Goals and Metrics

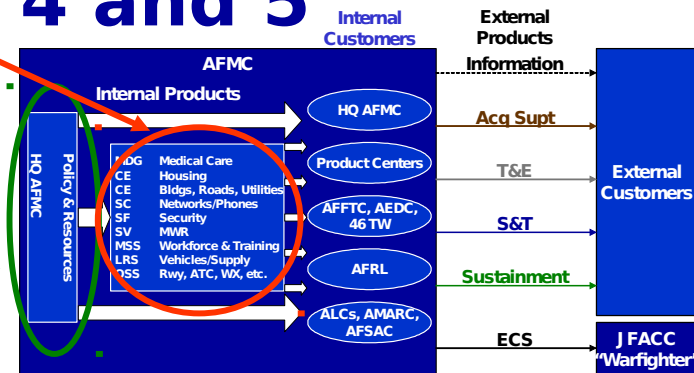


AFMC

## Products and Services:

## Tracks to Command Goals 3, 4 and 5 (Supports Goals 1 and 2)

- Funding
- Infrastructure
- People
- Tools
- Processes





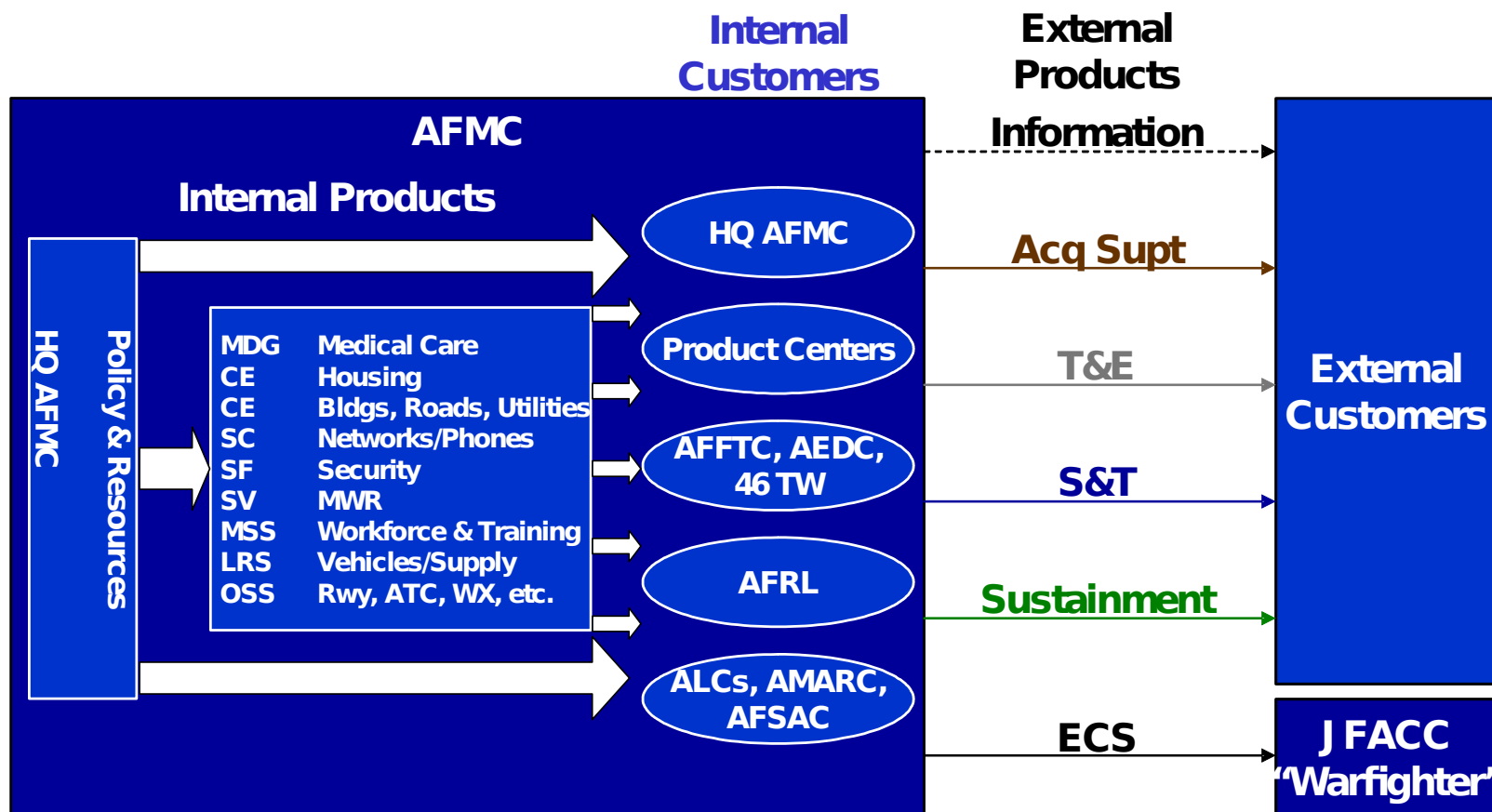
# Goals & Standards

## Next Steps



AFMC

- **Finish Internal Metrics**
  - **Inputs and Key Processes**





# Implementation



**AFMC**

- **Strategic Principle**
  - **Part and parcel of internal communications plan**
  - **Bottom of stationary, PowerPoint slides, base newspaper mast head, signage (water towers, buildings, etc.)**
  - **Senior leaders communicate (provide content to workforce)**
  - **Leaders at all levels use for decision making**





# Implementation



**AFMC**

- **Goals and Standards**
  - **Monthly Council meetings**
  - **Most items reviewed on quarterly basis**
  - **Discussed at MAJCOM days**
    - **Set expectations**
    - **Solicit feedback**
  - **HQ will collect metrics from the field**
  - **Part and parcel of internal communications plan**
  - **Senior leaders communicate (provide content to workforce)**
  - **Leaders at all levels use for decision making**
  - **Spiral improvements**
    - **Initial deployment: Collect data to set standards**
    - **6-Month review: Standards implementation**
    - **12- and 18-Month reviews: Review and reset standards and metrics**



**AFMC**

# **Strategic Principle and Goals provide unity of purpose to AFMC**

***Deliver war-winning capabilities ... on time, on c***



## **Our Vision**

***To be a valued member...  
of the world's most respected air and space  
force***

***Deliver war-winning capabilities ... on time,***

